



Ramen Mania
CHICKEN SHIRO

Chikaranomoto Holdings Co. Ltd. [Ticker# 3561]

FY2026-27 Q1 Financial Results Briefing

August 13, 2026



Ramen Mania
CHICKEN AKA

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FY2026-27 Q1 Financial Results

FY2026-27 Q1 Consolidated P&L Highlights



Unit: Million Yen

	FY2026-27 Q1		FY2025-26 Q1		YoY	Vs.Plan	Progress to FY Plan
	Results	% of Revenue	Results	% of Revenue			
Revenue	9,006	—	8,505	—	+ 5.9%	-2.7%	22.4%
COGS	2,845	31.6%	2,549	30.0%	+ 1.6pt	+ 0.9pt	23.2%
SG&A	5,921	65.7%	5,490	64.5%	+ 1.2pt	+ 0.2pt	23.5%
Operating Income	239	2.7%	466	5.5%	-48.6%	-30.5%	9.2%
Net Income	185	2.1%	639	7.5%	-71.0%	-19.9%	10.3%

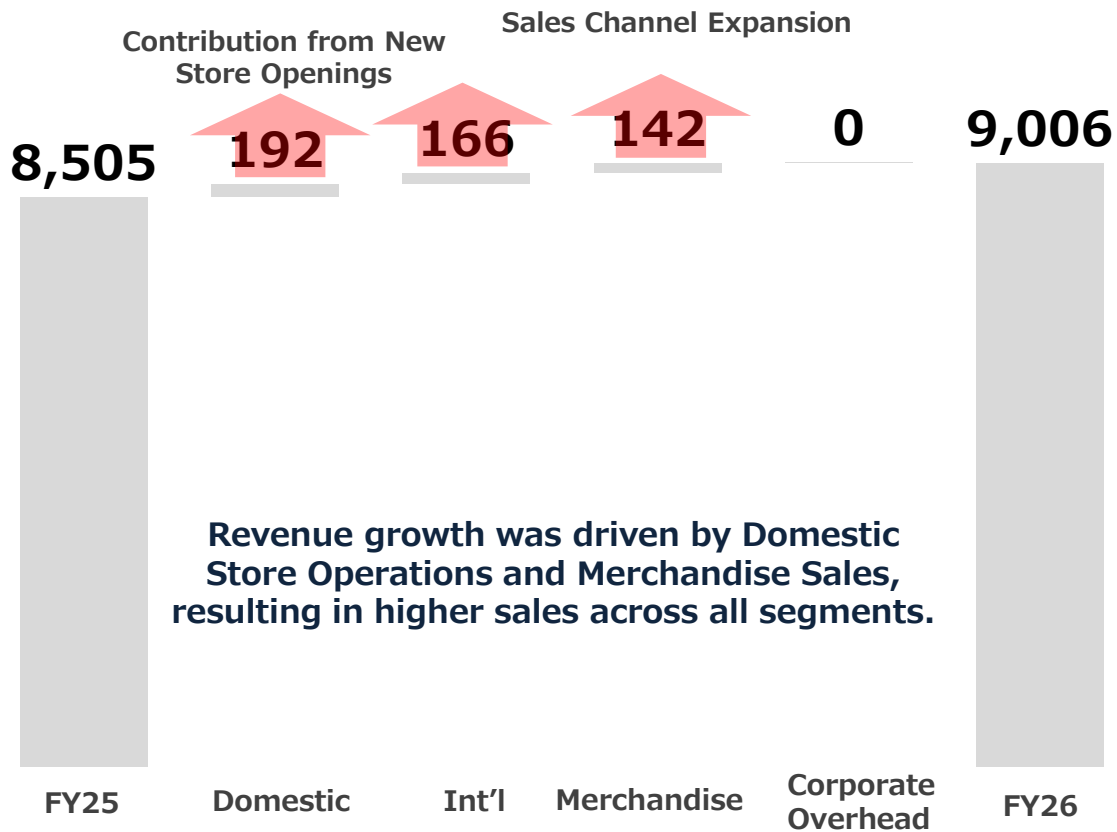
- ✓ Revenue reached ¥9,006 million (+5.9% YoY), setting **a new record** high for the first quarter. Growth was driven by Domestic Store Operations and the Merchandise segment, while the International segment also delivered growth.
- ✓ Operating income totaled ¥239 million (-48.6% YoY). In addition to higher raw material and labor costs, the Company continued to invest in human capital and international operations to support future growth.
- ✓ Net income attributable to shareholders totaled ¥185 million (-71.0% YoY), declining significantly due to the absence of the gain on the sale of fixed assets recorded in the previous year.

Segment Revenue, Operating Income



Unit: Million Yen

Revenue



Operating Income

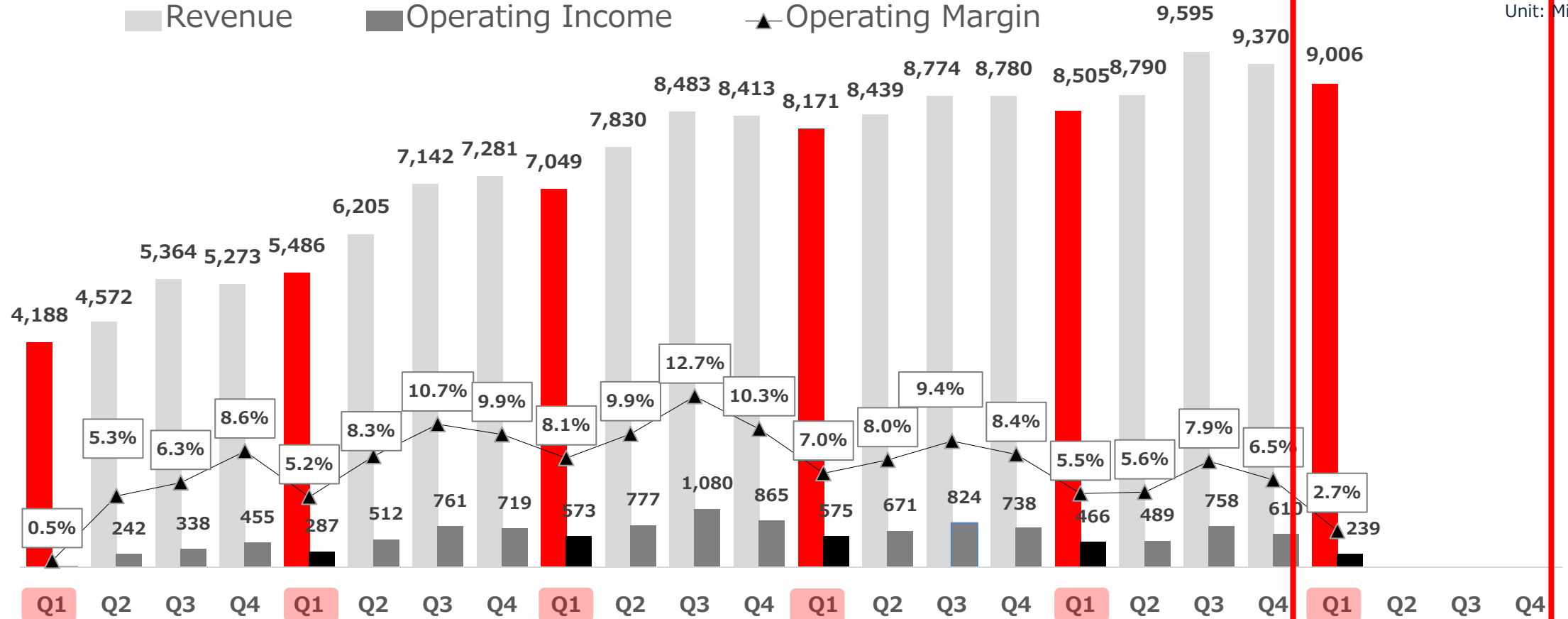


In addition to continued revenue growth, the Company aims to achieve long-term profit growth by improving profitability at domestic and international stores and expanding the merchandise sales business.

Consolidated Results by Quarter

Revenue Operating Income Operating Margin

Unit: Million Yen



	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27 Q1
Revenue	19,398	26,116	31,776	34,166	36,261	9,006
Operating Income	1,056	2,281	3,296	2,809	2,325	239
Operating Margin	5.4%	8.7%	10.4%	8.2%	6.4%	2.7%

Highlights: Domestic Store Operations (Apr-Jun 2026)



Unit: Million Yen

	FY2026 – 27 Q1		FY2025-26 Q1		YoY	Vs.Plan	Progress to FY Plan
	Results	% of Revenue	Results	% of Revenue			
Revenue	4,603	—	4,411	—	+ 4.4%	-5.3%	22.1%
COGS	1,512	32.8%	1,388	31.5%	+ 1.3pt	+ 0.5pt	23.0%
SG&A	2,905	63.1%	2,697	61.1%	+ 2.0pt	+ 1.8pt	23.3%
Operating Income	186	4.0%	326	7.4%	-42.9%	-39.3%	10.4%

Revenue

Revenue increased 4.4% YoY to ¥4,603 million, achieving a **record-high** first-quarter result driven by new store openings. Despite no price increases, revenue remained strong, supported by an increase in the number of stores.

Average Check

Average check remained largely unchanged from the previous year, as no price revisions have been implemented since October 2023. The inbound customer ratio, which contributes to higher average spending per customer, was estimated at 18.8% in Q1 (internal estimate). While prices for certain items will be revised from August 12, prices of core menu items will remain unchanged in order to enhance customer value. In addition, initiatives related to the Company's anniversary campaign and menu renewals will be rolled out progressively to strengthen sales at existing stores in the second half of the fiscal year.

Number of Stores

6 store openings and 1 store closure (net increase of 5 stores).

Operating Income

Operating income declined to ¥186 million (-42.9% YoY), with an operating margin of 4.0%, mainly due to higher raw material and labor costs. Improved working conditions, including base salary increases and reduced working hours, contributed to lower employee turnover and enhanced workforce capabilities. The Company also continued to invest proactively in human capital through the introduction of new training programs and other initiatives.

Domestic Results by Quarter

Revenue

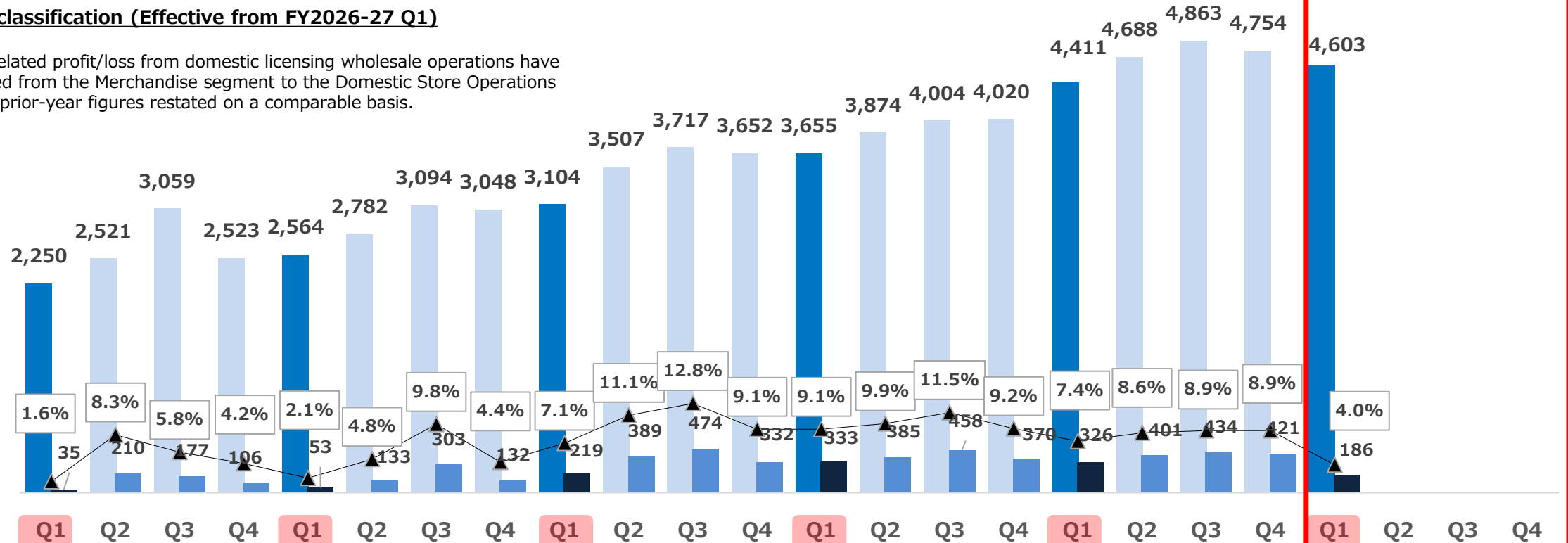
Operating Income

Operating Margin

Unit: Million Yen

Segment Reclassification (Effective from FY2026-27 Q1)

Revenue and related profit/loss from domestic licensing wholesale operations have been reclassified from the Merchandise segment to the Domestic Store Operations segment, with prior-year figures restated on a comparable basis.



FY2021-22

FY2022-23

FY2023-24

FY2024-25

FY2025-26

FY2026-27 Q1

Revenue

10,353

11,489

13,982

15,556

17,417

4,603

Operating Income

530

623

1,416

1,547

1,447

186

Operating Margin

5.1%

5.4%

10.1%

10.0%

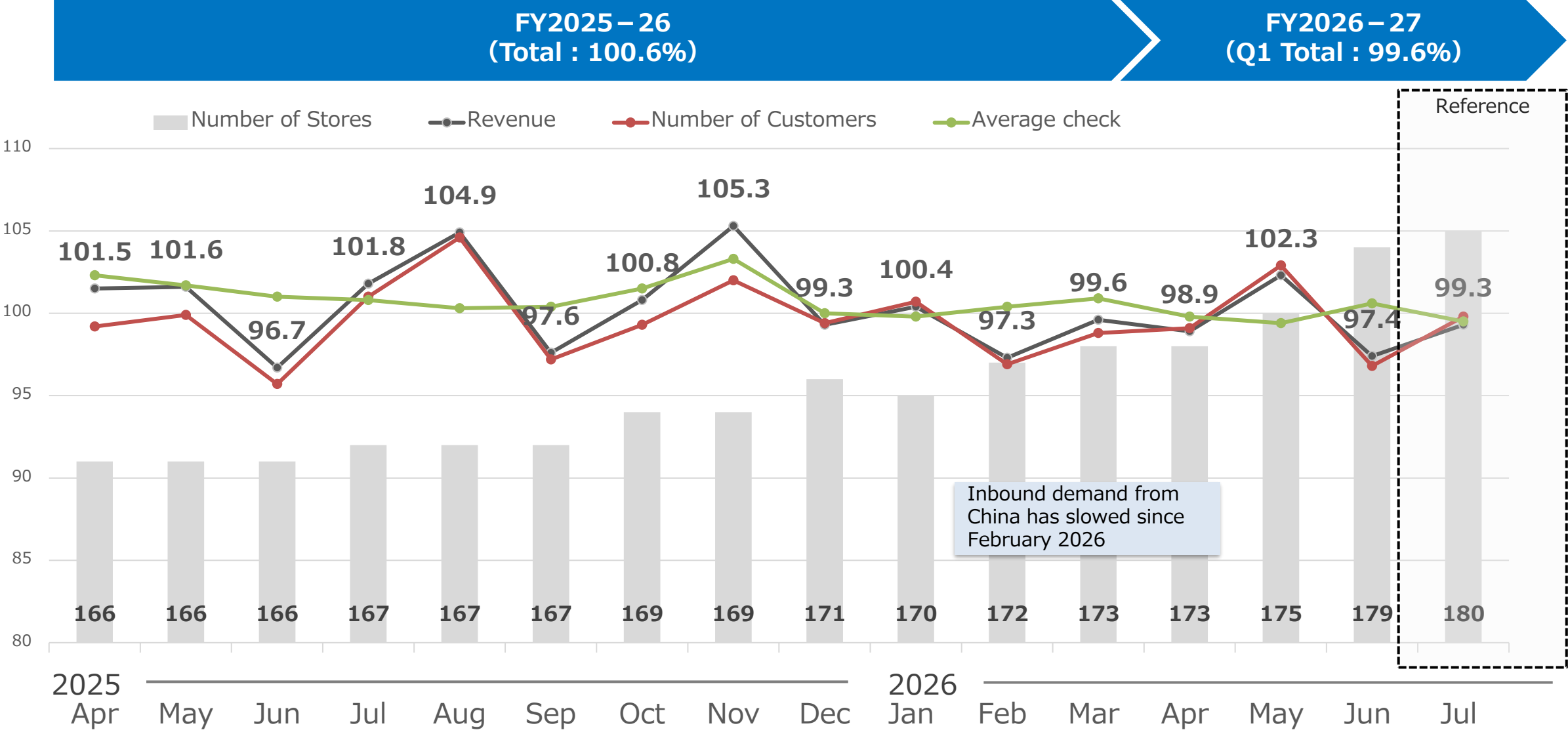
8.3%

4.0%

Domestic Existing Stores Sales/Number of Customers/Average Check (Apr 2025-Jun 2026)



Unit :
Sales, customer count and average check in %
store count in the number of stores



Domestic Promotions

■ Product Sales Initiatives

Launch of seasonal and limited-time menu offerings



Futo-Tsukemen

■ Fostering the Next Generation and Contributing to Local Communities Through Food

Promoting youth development and community engagement through children's cafeterias and educational programs with high schools



Children's Cafeteria Program
(Nagasaki Prefecture)



Hands-on Educational Program with
Yanagawa High School

■ Strengthening Market Presence and Expanding Sales Channels

Opened Two Najima-tei Stores in Fukuoka Prefecture



Najima-tei Solaria Stage



Najima-tei Chikushino

■ Area Expansion Through New Store Openings



IPPUDO Nagareyama-Otakanomori S.C.
(Chiba Prefecture)



IPPUDO Okinawa Kokusai-dori
(Okinawa Prefecture)



IPPUDO AEON Hachioji Takiyama
(Tokyo)



IPPUDO MIREO Sendai Rokuchonome
(Miyagi Prefecture)

Highlights: International Store Operations (Jan-Mar 2026)



Unit: Million Yen

	FY2026-27 Q1		FY2025-26 Q1		YoY	Vs.Plan	Progress to FY Plan
	Results	% of Revenue	Results	% of Revenue			
Revenue	3,627	—	3,461	—	+4.8%	-0.7%	23.4%
COGS	929	25.6%	831	24.0%	+1.6pt	+1.1pt	25.2%
SG&A	2,660	73.3%	2,446	70.7%	+2.6pt	-0.0pt	24.3%
Operating Income	37	1.0%	183	5.3%	-79.6%	-51.0%	4.3%

Revenue

Revenue increased to ¥3,627 million (+4.8% YoY), achieving continued sales growth.

Exchange Rates

Foreign exchange movements contributed +5.7 percentage points to year-on-year sales growth across all company-operated stores.

Number of Stores

2 store openings and 1 store closure (net increase of 1 store). Opened one store in the U.S. Midwest growth market of Bentonville in June, expanding into a new trade area, while continuing to optimize the store portfolio through strategic closures of underperforming locations. In Asia, launched the halal-format concept "Ramen Mania", advancing growth strategies tailored to customer needs and market characteristics in each region.

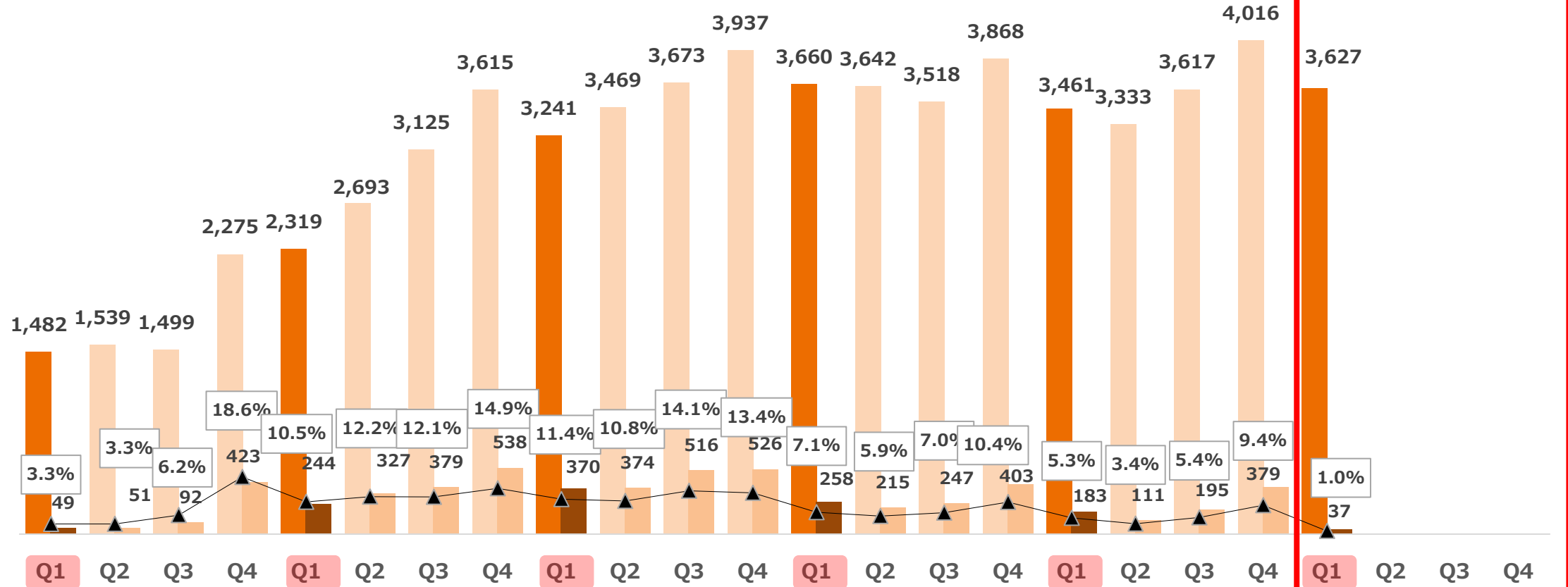
Operating Income

Operating profit declined to ¥37 million (-79.6% YoY), impacted by global cost inflation, abnormal weather conditions, and changes in customer traffic patterns. Excluding foreign exchange effects, existing-store sales remained roughly in line with the previous year, while structural changes in trade area conditions became more apparent in certain regions. In response, the Company is strengthening its earnings base through pricing revisions, menu updates, workforce allocation optimization, and expansion of the merchandise business.

International Results by Quarter

Revenue Operating Income Operating Margin

Unit: Million Yen

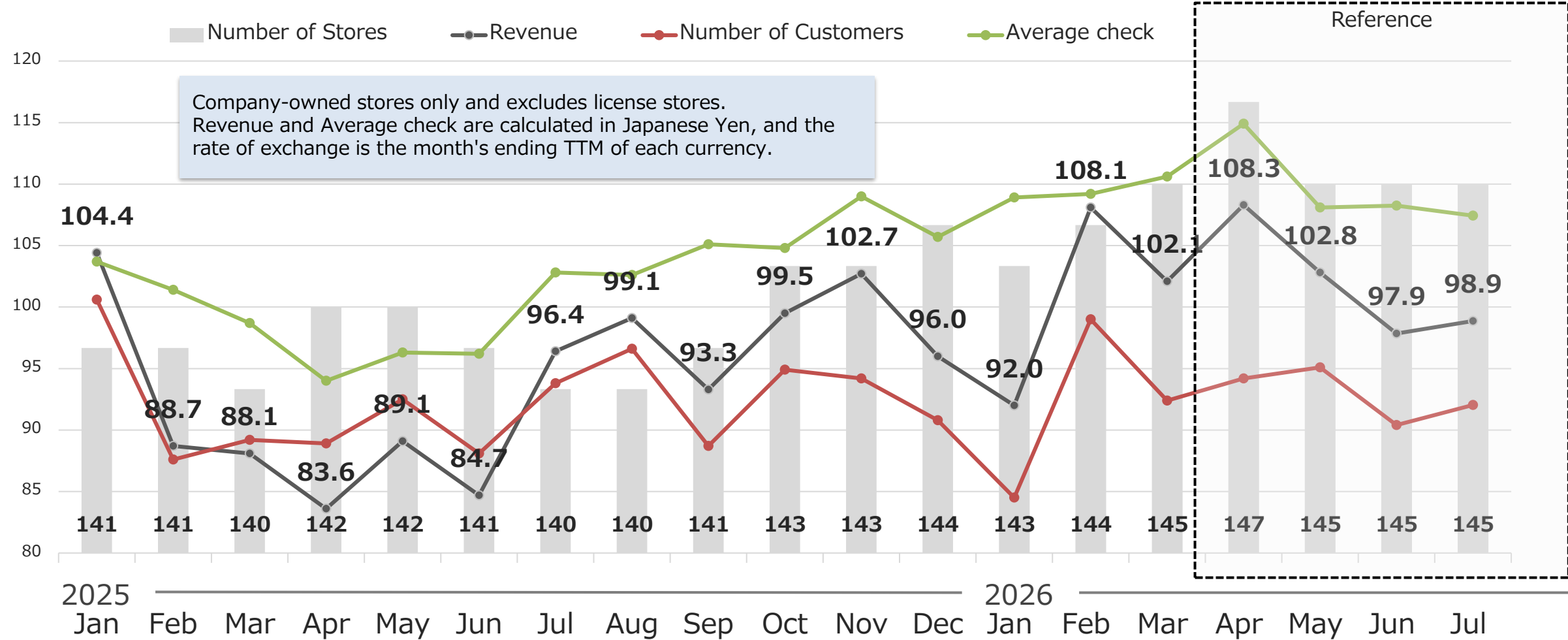


	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27 Q1
Revenue	6,796	11,753	14,322	14,690	14,427	3,627
Operating Income	617	1,489	1,788	1,124	870	37
Operating Margin	9.1%	12.7%	12.5%	7.7%	6.0%	1.0%

Int’l Existing Stores YoY Sales/Number of Customers/Average Check (Jan 2025–Mar 2026)



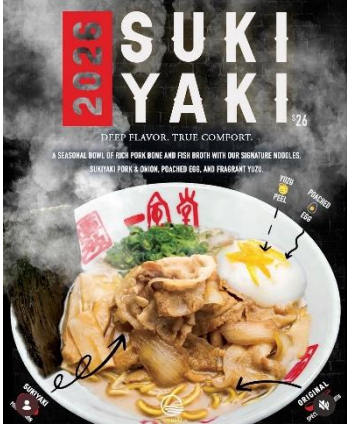
Unit :
Sales, customer count and average check in %
store count in the number of stores



International Promotions

■ Enhancing Brand Penetration Through Localized Marketing Initiatives

Strengthening brand equity and expanding the customer base in international markets through locally tailored products, services, and experiential marketing initiatives.



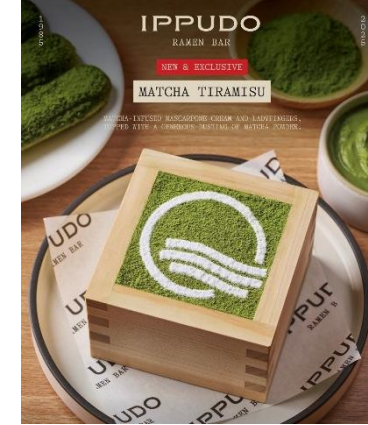
Ippudo New York



Ippudo Barcelona



Ippudo Australia



Ippudo Philippines



Ippudo Singapore

■ Geographic Expansion Through New Store Openings



IPPUDO THAILAND
Marketplace Thonglor



Ramen NeO THAILAND
Samyan Mitrtown



Highlights: Merchandise (Apr-Jun 2026)



Unit: Million Yen

	FY2026-27 Q1		FY2025-26 Q1		YoY	Vs.Plan	Progress to FY Plan
	Results	% of Revenue	Results	% of Revenue			
Revenue	776	—	633	—	+22.6%	+4.2%	20.8%
COGS	404	52.1%	329	52.1%	+0.0pt	+1.8pt	20.1%
SG&A	270	34.9%	242	38.4%	-3.5pt	+1.2pt	23.0%
Operating Income	100	13.0%	60	9.5%	+66.9%	-0.8%	18.5%

Revenue

Revenue increased to ¥776 million (up 22.6% YoY), achieving the highest growth rate among all segments. Driven by stronger B2B sales of IPPUDO-related products and the expansion of e-commerce channels, the Company also advanced distribution development in new markets, including Mexico, contributing to revenue growth.

Operating Income

Operating income increased to ¥100 million (+66.9% YoY), with an operating margin of 13.0%, maintaining a high level of profitability. Enhanced brand recognition through collaborations with convenience stores and food manufacturers, along with the expansion of plant-based products for international markets, served as key growth drivers. As a result, both revenue and operating profit reached record-high levels, driving earnings growth.

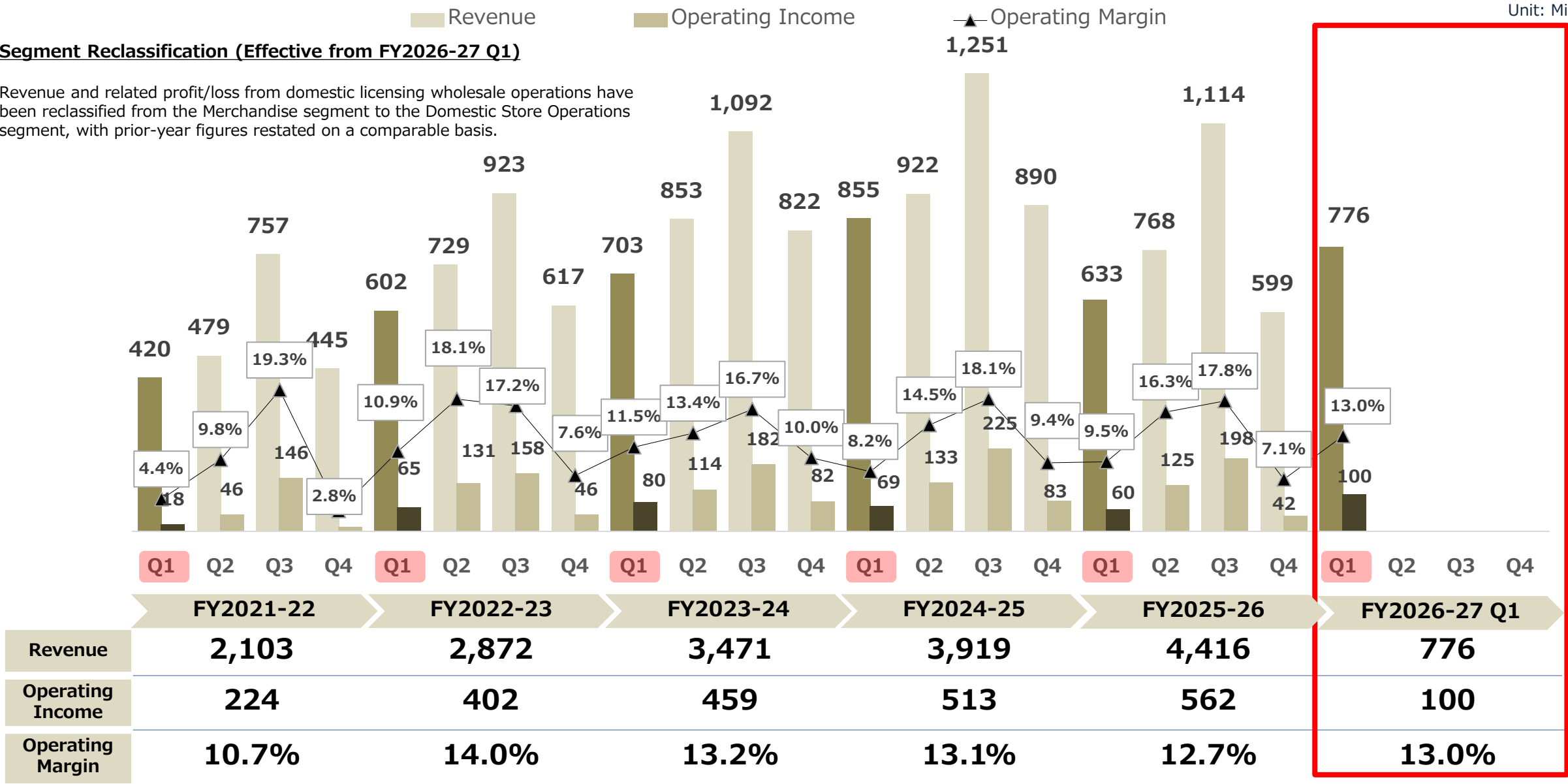
Merchandise Results by Quarter



Unit: Million Yen

Segment Reclassification (Effective from FY2026-27 Q1)

Revenue and related profit/loss from domestic licensing wholesale operations have been reclassified from the Merchandise segment to the Domestic Store Operations segment, with prior-year figures restated on a comparable basis.



Merchandise Promotions

■ Expansion of E-commerce Sales for Soba, Ramen and Udon Products

Driving New Customer Engagement Through E-commerce by Offering Seasonal Limited-Time Products and Collaborative Merchandise Across Group Brands



<https://ec-ippudo.com/shop>



■ Creating New Value Through the Upcycling of Food Resources

Promoting Effective Utilization of Food Resources Through the Development and Sale of Craft Beverages Made from Noodle-Derived Ingredients



■ Enhancing Brand Awareness and Acquiring New Customers Through Collaborative Products

Regularly Launching Collaborative Products with Convenience Stores and Food Markets



THE RAMENCLUB × IPPUDO



Hakata IPPUDO's Chilled Akamaru Tonkotsu Mazesoba

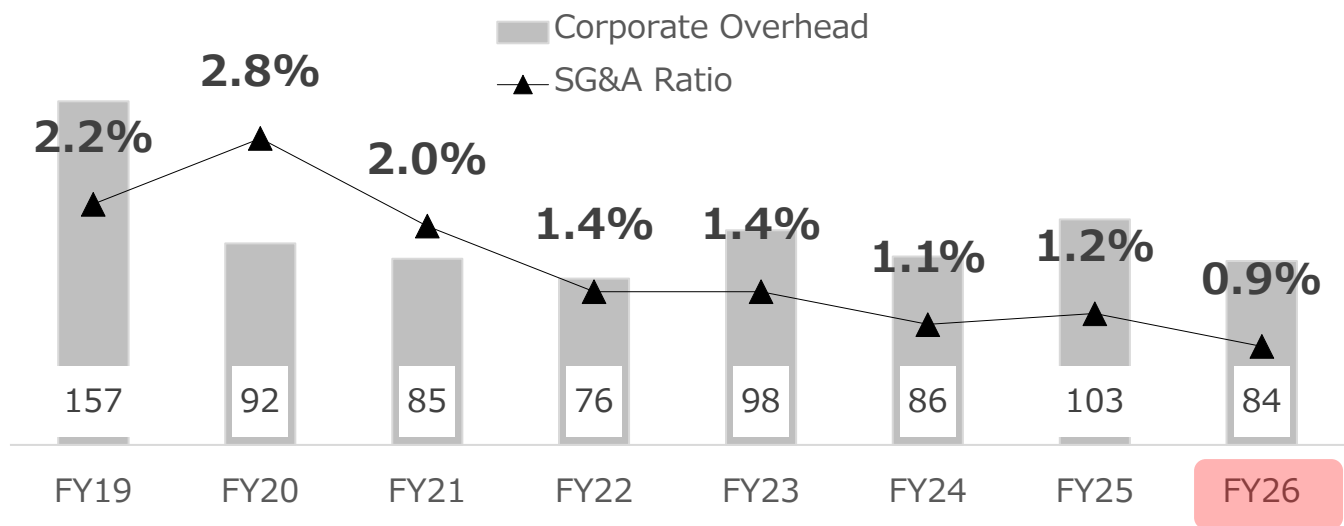


NADAMAN × IPPUDO

Corporate Overhead (Apr-Jun 2026)



Unit: Million Yen



Human Capital and Digital Transformation Investments to Support Future Growth

SG&A expenses remained low at 0.9% of consolidated revenue. While maintaining a low SG&A ratio, the Company continues to invest in human capital and digital transformation initiatives to enhance long-term profitability.

$$\text{SG\&A Ratio} = \text{Corporate Overhead Expenses} \div \text{Consolidated Revenue}$$



The Global Leadership Conference, our annual global talent development program, leverages AI translation to reduce language barriers and ensure consistent understanding across regions.

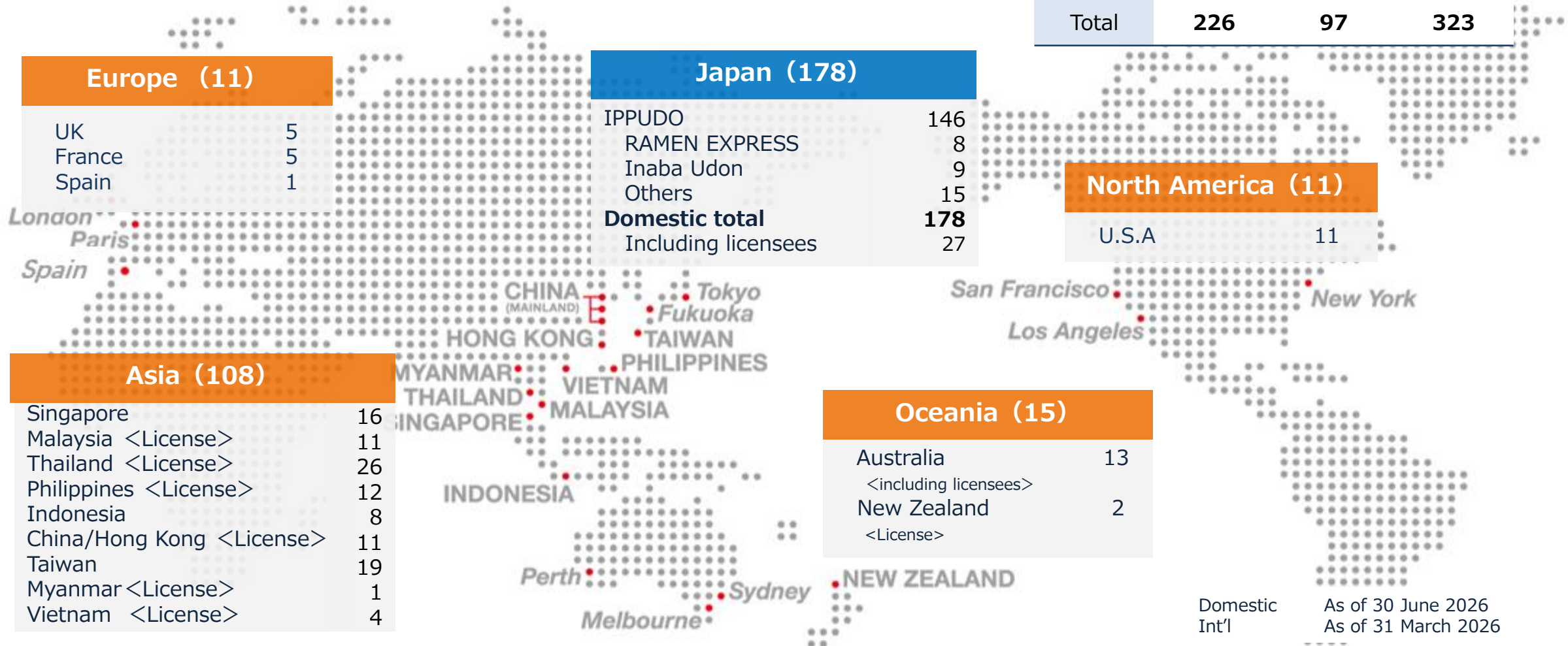


Accelerating the digitalization of store operations through the introduction of mobile ordering, self-checkout systems, and automated ramen cooking equipment, enabling staff to focus on higher value-added customer service activities.

Geography of Stores

323 Stores in **16** countries and regions
(+6 since the end of previous FY)

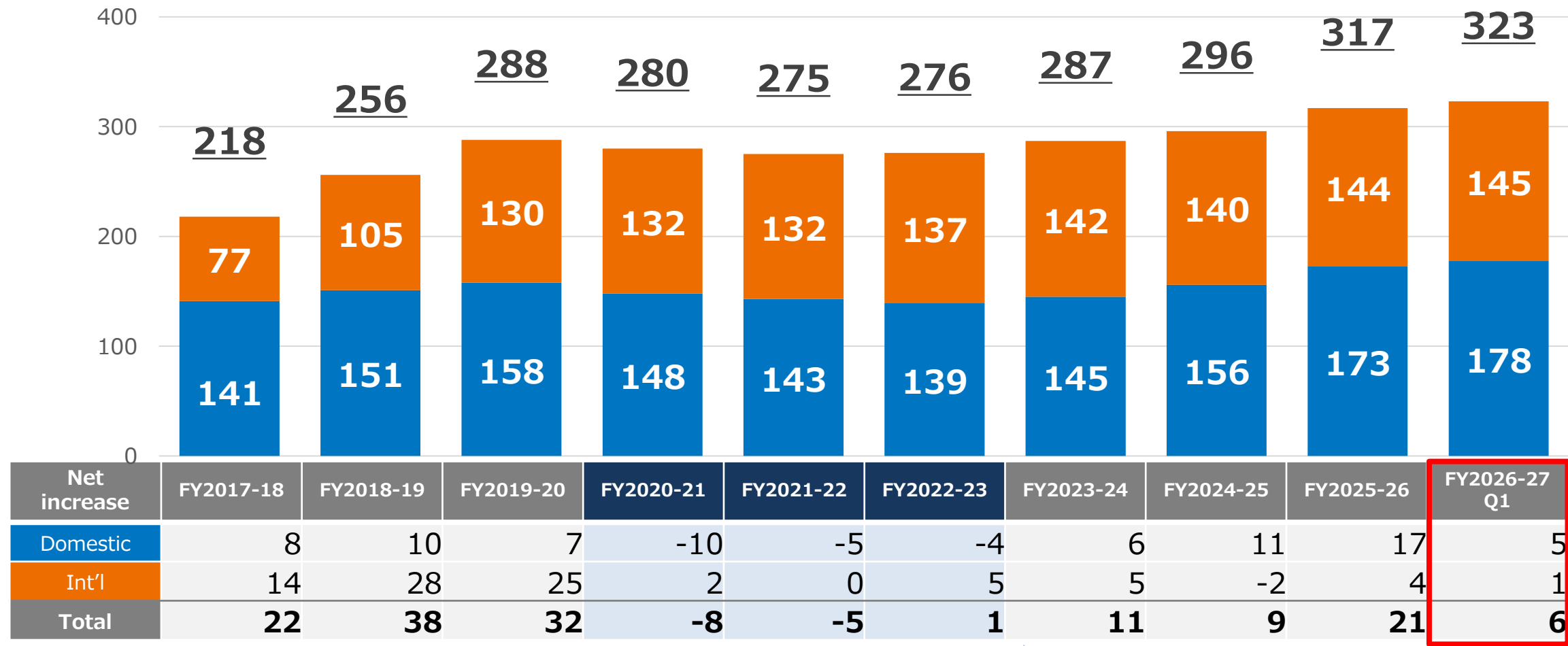
	Owned	Licensed	Total
Domestic	151	27	178
Int'l	75	70	145
Total	226	97	323



Trend in number of stores at period-end



Domestic Int'l total



During COVID-19

Consolidated Balance Sheet

Unit: Million Yen

Equity Ratio:62.2%, maintaining a sound financial foundation.

	Mar 2026	June 2026	GAP
Current Assets	10,487	9,703	- 784
(Cash and Deposits)	7,588	6,913	-675
Property, Plant and Equipment	6,111	6,200	88
Intangible Assets	119	110	- 9
Investments & Others	3,352	3,329	- 23
Non-Current Assets	9,584	9,639	55
Total Assets	20,071	19,342	- 728

■ Assets

- Decrease of cash and deposits - 675
- Deferred tax assets - 52

	Mar 2026	June 2026	GAP
Total current liabilities	5,361	4,722	- 639
Total non-current liabilities	2,597	2,590	- 7
(long-term loans)	1,913	1,978	65
Total Liabilities	7,958	7,313	- 645
Shareholders' Equity	10,970	10,853	- 117
Accumulated Other Comprehensive Income	1,142	1,176	34
Total Net Assets	12,112	12,029	- 83
Total Liabilities and Net Assets	20,071	19,342	- 728

■ Liabilities

- Increase of interest bearing-loans 25

■ Shareholders' Equity

- Decrease of retained earnings -117

※Equity Ratio 62.2% (60.3% as of end of March 2026)

Dividend Policy

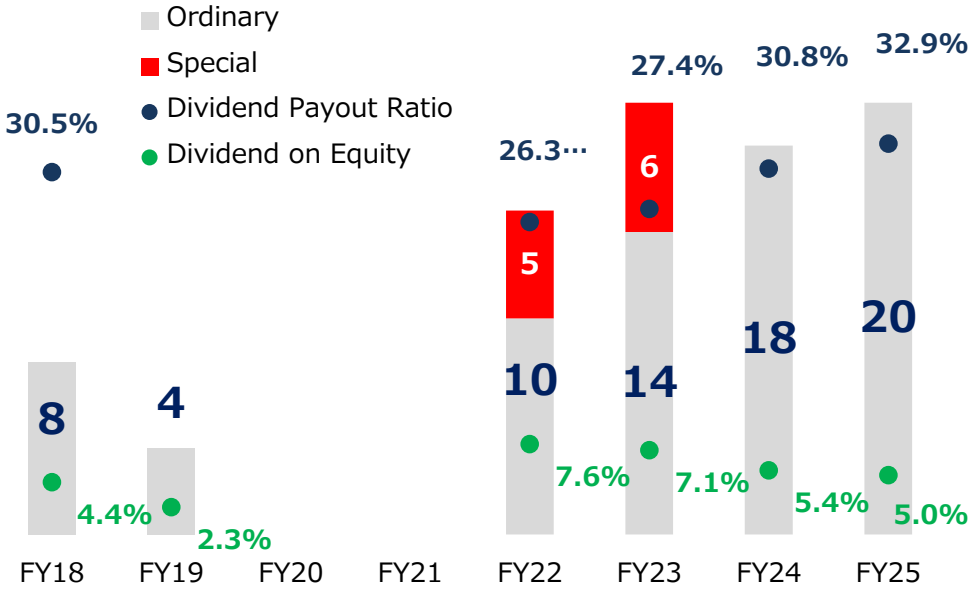
Committed to Stable Shareholder Returns with a Target Dividend Payout Ratio of 20% or More Over the Medium Term

Dividend Forecast

For FY2027, the Company forecasts an annual dividend of ¥24 per share, consisting of an ordinary dividend of ¥22 and a special dividend of ¥2.
Planned Dividend Increase for the Fifth Consecutive Fiscal Year

	Interim	Year-End	Annual
FY2025-26 Results	10.00yen	10.00yen	20.00yen
FY2026-27 Plan	12.00yen	12.00yen	24.00yen

Dividend Trend



Shareholder Benefit Program (Reference)



Effective for shareholders of record as of March 31, 2026, shareholder benefits for in-store use will be transitioned from paper vouchers to a card-based program.
The new card consolidates multiple vouchers into a single format, improving portability and convenience.
The redemption unit will also be reduced from ¥1,000 to ¥10,
significantly enhancing usability while supporting environmental sustainability through paperless operations.

Shareholder Benefits Provided **Twice Annually** Based on Holding Period and Number of Shares Held

Number of Shares Held	Holding Period	
	Shareholders Holding Shares for Less Than One Year	Shareholders Holding Shares Continuously for One Year or More
100 to 499 Shares	Digital Vouchers ¥2,000 per grant (¥4,000 annually)	Digital Vouchers, E-commerce Coupons, or Charitable Donations ¥4,000 per grant (¥8,000 annually)
500 to 999 Shares	Digital Vouchers, E-commerce Coupons, or Charitable Donations ¥8,000 per grant (¥16,000 annually)	Digital Vouchers, E-commerce Coupons, or Charitable Donations ¥10,000 per grant (¥20,000 annually)
1,000 to 2,999 Shares	Digital Vouchers, E-commerce Coupons, or Charitable Donations ¥10,000 per grant (¥20,000 annually)	Digital Vouchers, E-commerce Coupons, or Charitable Donations ¥15,000 per grant (¥30,000 annually)
3,000 Shares or More	Digital Vouchers, E-commerce Coupons, or Charitable Donations ¥15,000 per grant (¥30,000 annually)	Digital Vouchers, E-commerce Coupons, or Charitable Donations ¥20,000 per grant (¥40,000 annually)



FY2026-27 Financial Plan

FY2026-27 Annual Consolidated Financial Plan



Unit : Million Yen

	FY2025-26 Result	FY2026-27 Plan	Vs. Previous Year		Currency	Budgeted Rates
			Gap	%		
Revenue	36,261 »	40,125	+3,864	+10.7%	USD	153.73
Operating Income	2,325 »	2,595	+270	+11.6%	EUR	179.86
Ordinary Income	2,582 »	2,638	+56	+2.2%	GBP	206.25
Net Income Attributable to Shareholders	1,829 »	1,807	-22	-1.2%	SGD	119.46
					AUD	102.80

Domestic

- Overall growth of 111.5% is expected, driven by steady growth in existing stores (100.7% YoY) and contributions from new store openings.
- Planning to open 15 to 20 stores per year
- Planning to actively invest to improve production efficiency and enhance store profitability.
- Continued cost control and increased average spending per customer through inbound tourism are expected to lead to higher profits.

Int'l

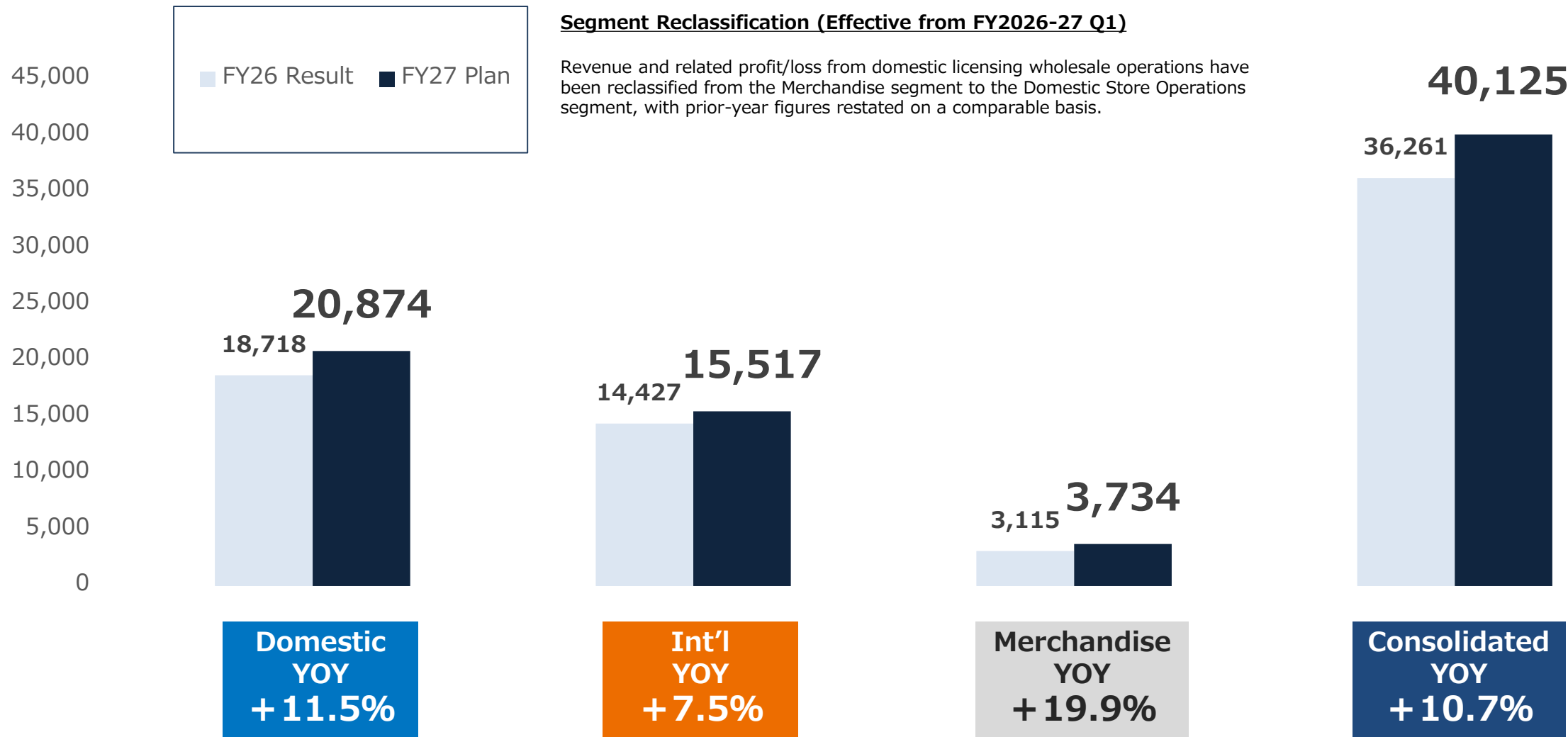
- With improvements in existing store profitability, existing store sales in key regions, which account for approximately 80% of total sales, are expected to reach 100.4% YoY on a local currency basis.
- Although there are plans to open 16 stores annually, the closure of unprofitable stores is also expected, with a net increase of 3 stores.
- Although the risk of increased costs is anticipated, profit growth is expected due to the opening of previously delayed new stores, market expansion through new strategic approaches, and the promotion of various DX initiatives.

Merchandise

- Planning to collaborate with major convenience stores and expand sales in large retail stores.
- Strengthening the export of products for international markets.
- Development and sales of merchandise that caters to health-conscious consumers.

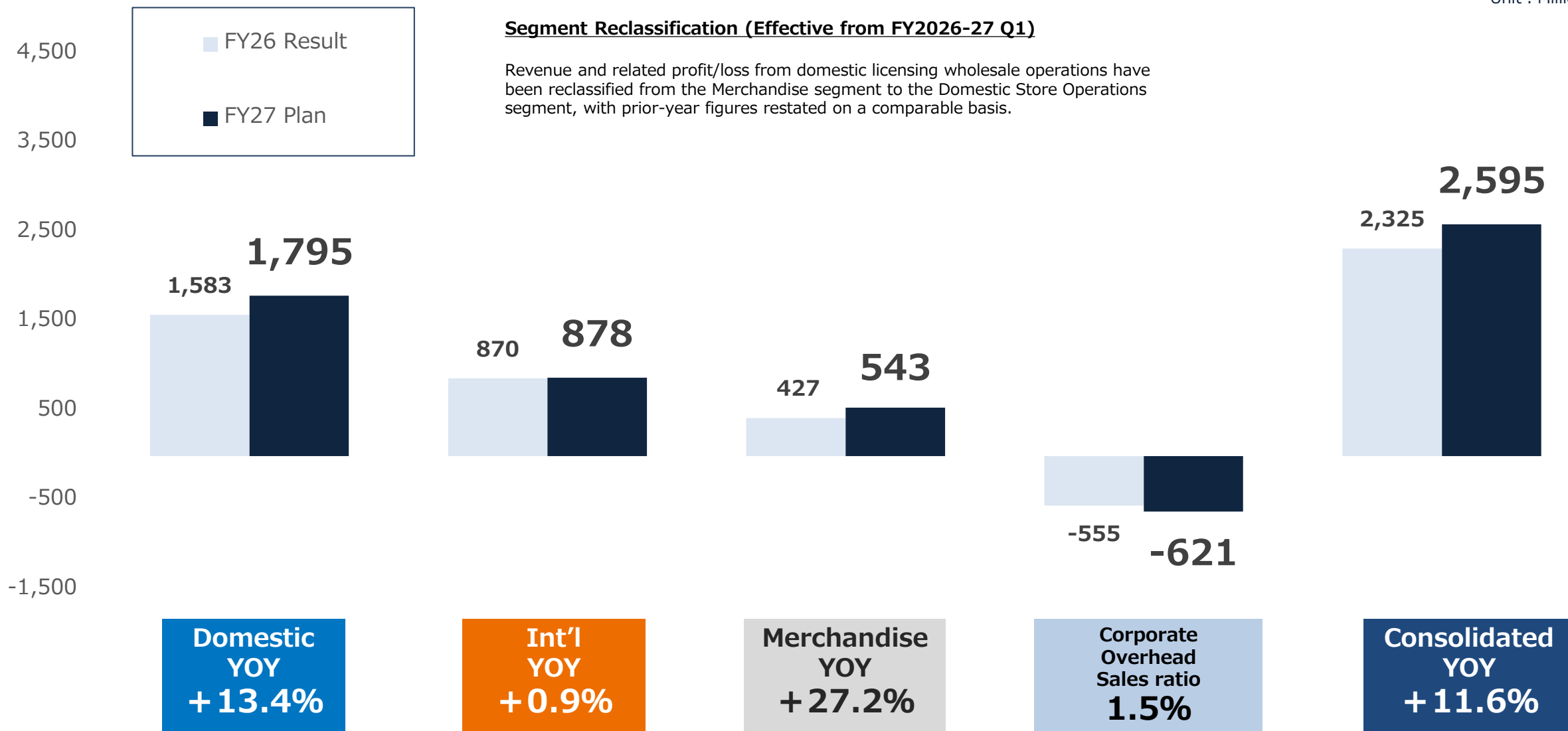
FY2026-27 Financial Plan: Revenue

Unit : Million Yen



FY2026-27 Financial Plan: Operating Income

Unit : Million Yen



Reference: Exchange Rate Sensitivity

Estimation of the performance on the assumption
that other currencies' volatility is linked to the US fluctuation.

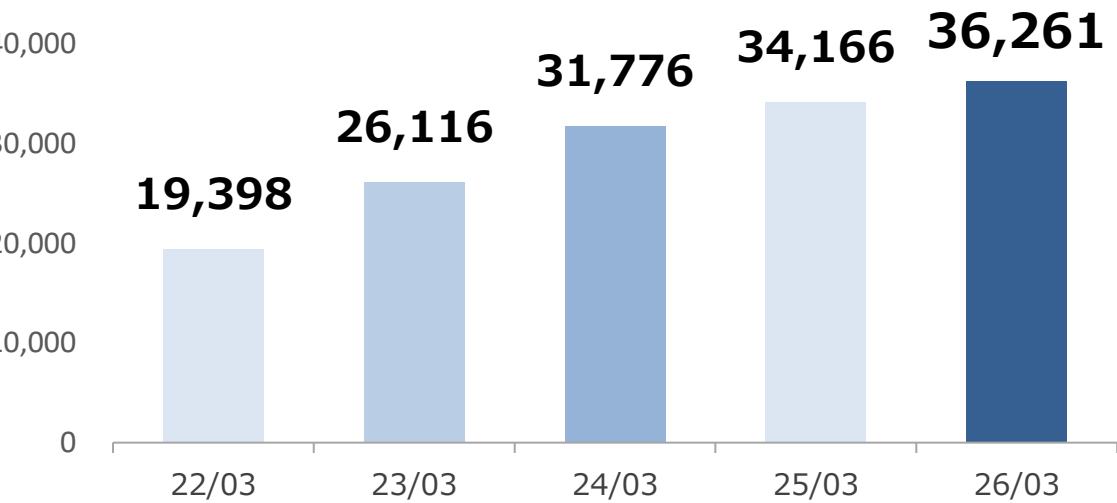
Unit : Million Yen

		-20yen	-10yen	0yen FY26 Budgeted Rate	+ 10yen	+ 20yen
USD		133.73	143.73	153.73	163.73	173.73
Other currencies volatility Ratio (%)		-13.0%	-6.5%	-	+6.5%	+13.0%
Intl' Store	Revenue	13,498	14,508	15,517	16,526	17,536
	GAP	-2,019	-1,009		1,009	2,019
	Operating Income	765	822	879	936	993
	GAP	-113	-56		56	113
Consolidation	Revenue	38,106	39,116	40,125	41,134	42,144
	GAP	-2,019	-1,009		1,009	2,019
	Operating Income	2,482	2,539	2,595	2,653	2,710
	GAP	-113	-56		56	113

Reference: Major Financial Indicators

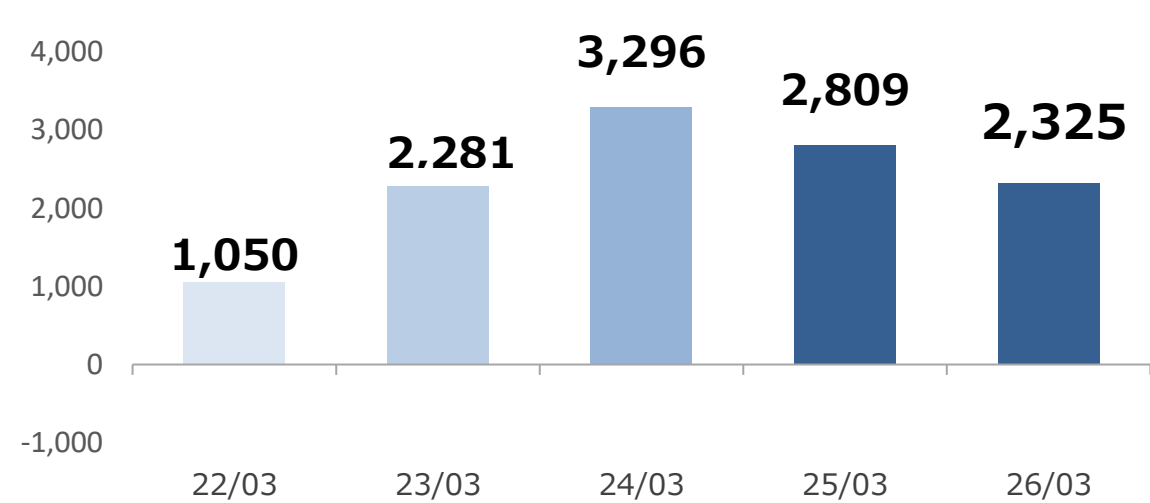


Revenue

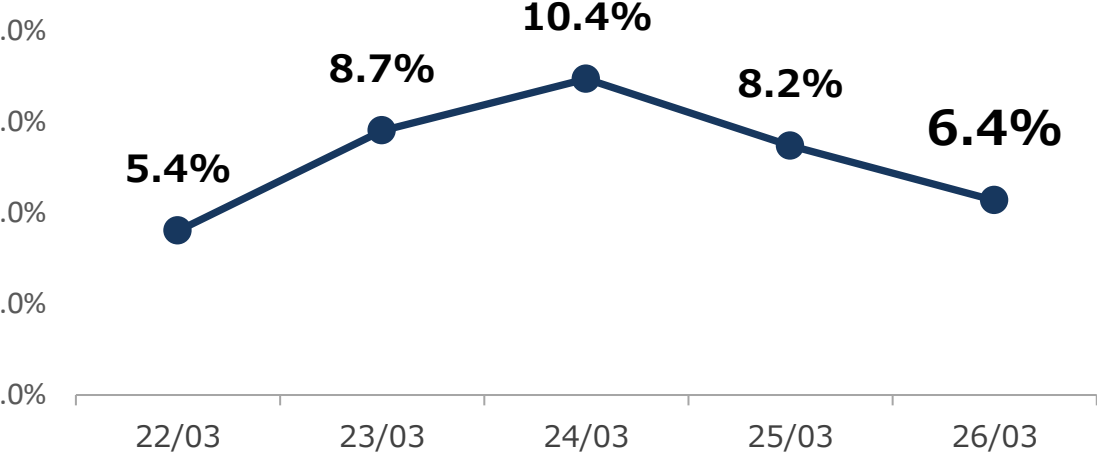


Operating Income

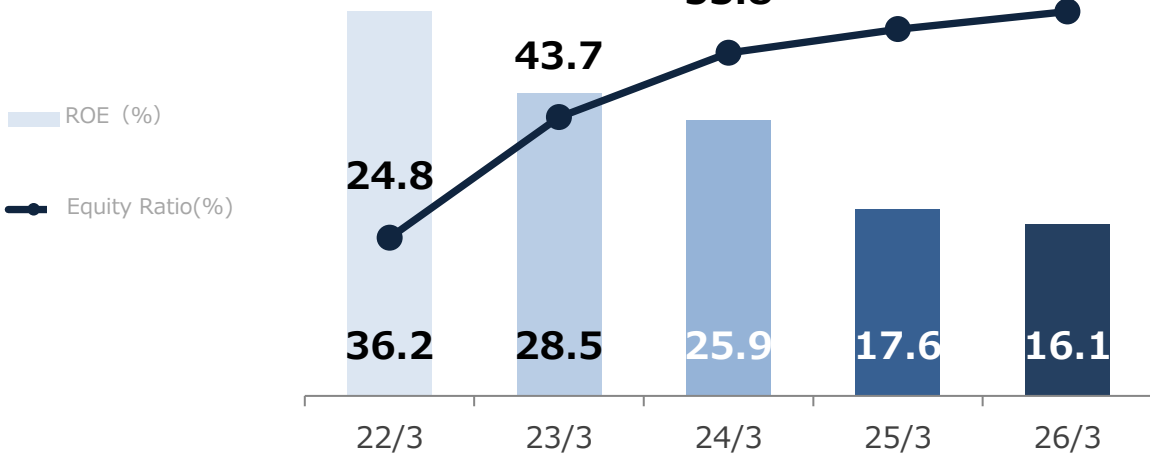
Unit: Million Yen



Operating Margin



ROE/Equity Ratio



Re-assessment of the Mid-to-Long-Term Vision

As the Group enters its 41st year since founding and approaches two decades of international expansion, we have generated cash flows significantly exceeding the investments made in our key markets, establishing a strong and resilient financial foundation. While profitability in our international business has recently been affected by global inflation and shifts in consumer traffic patterns, this does not reflect weakened demand. Rather, it marks a period of transforming our business model to support the next stage of growth. In light of the significant changes in the operating environment, we have decided to re-assess the targets announced in May 2023. We will disclose a new medium-term management plan within this fiscal year that incorporates a transition to market-specific business models designed to drive sustainable growth in each region.

Transforming Business Models to Fit Each Market

North America and Europe

Business model transformation and expansion of the merchandise business

Shift from large-scale urban formats to smaller, more capital-efficient store formats better suited to the current operating environment. Accelerate automation and DX initiatives to address labor shortages while expanding into regional growth markets. At the same time, develop the merchandise business into a second pillar alongside store operations, while testing new business models in markets such as Bentonville, Arkansas.

Asia

Scaling proven business models and nurturing new concepts

Expand established IPPUDO business models while cultivating new concepts, including the halal-format Ramen Mania and value-oriented Ramen NeO. Explore opportunities for faster expansion through franchising and strengthen local management capabilities to operate stores closer to customer and market needs.

Japan

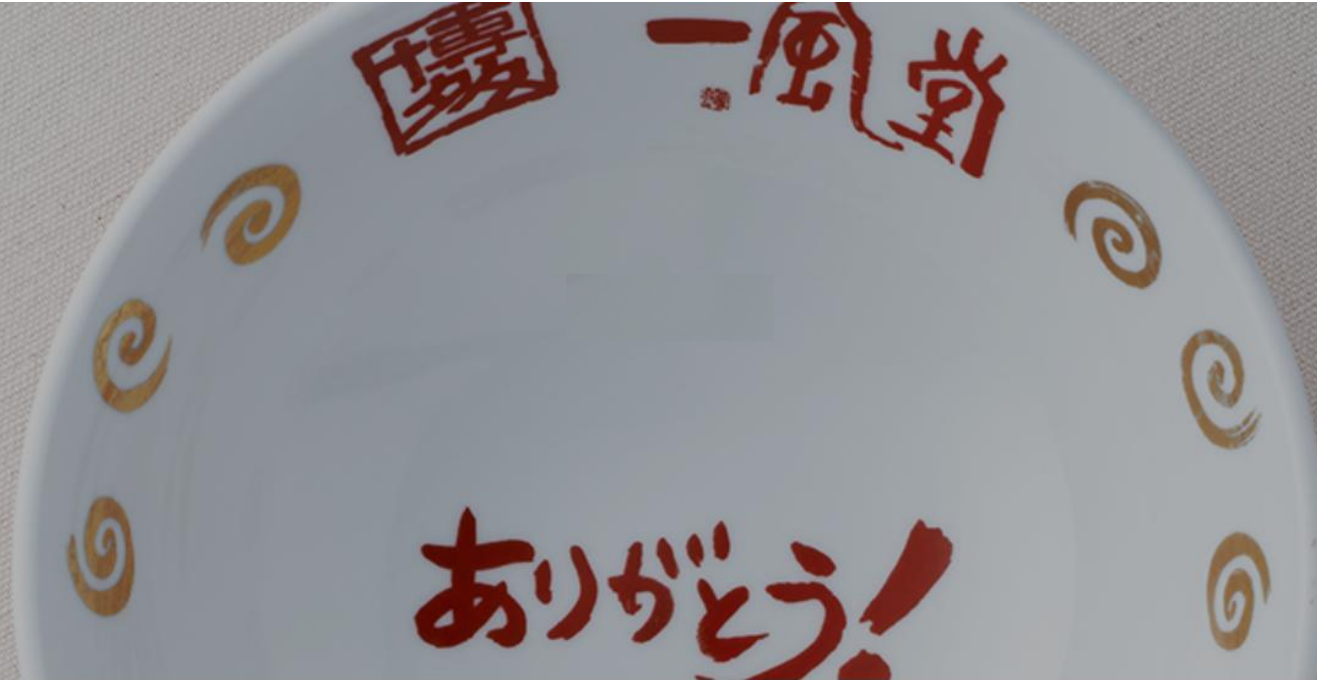
Deepening established business models

Refine store formats tailored to specific locations, including shopping centers and roadside sites, while focusing on carefully selected trade areas. Improve profitability through new product launches, enhancement of existing offerings, and pricing optimization. Maintain high standards and disciplined cost control while continuing to develop talent that will support future global expansion.

While we are revising both the timing and scale of the targets previously announced, achieving ¥50 billion in revenue and reaching our 50th anniversary are merely milestones on our journey toward global growth. Our purpose extends beyond scale alone. Through food, we strive to remain a valued part of local communities and society, while continuing to deliver “Smile” and “Arigatou” to people around the world. This is the foundation of who we are. Supported by a strong financial base, market-specific business model transformation, and continued investment in people and communities, we are committed to achieving sustainable long-term growth.

Keep changing to remain unchanged.

Appendix 3



We will continuously create new values through food,
and communicate those values to the world
with “Smile” and “Arigatou”.

Keep changing to remain unchanged.

Chikaranomoto Holdings Co., Ltd. (Ticker#:3561)

- Address Daimyo 1-13-14, Chuo-ku, Fukuoka City, Fukuoka, Japan
- Date of Establishment 30th October 1986
- Capital Stock JPY 3,149,710,000 (Number of issued shares: 30,318,000 shares)
- Fiscal Term End of March
- Number of Employees 24 (consolidated: 684) ※Permanent employees only

■ List of Directors

Chairman and Founder
President & CEO
Independent Director
Director (Audit Committee)
Director (Audit Committee, Independent)
Director (Audit Committee, Independent)

Mr. Shigemi Kawahara
Mr. Tomoyuki Yamane
Ms. Minako Suzuki
Mr. Akihiro Saito
Mr. Tetsuya Tsuji
Mr. Shinji Tanabe

As of 30 June 2026

Signature Products [significantly renewed from 16th October]



原点の一杯
極白丸元味

KIWAMI SHIROMARU CLASSIC

IPPUDO original bowl.
Carrying the tradition all the way from the founding days, the original flavors are at the core of IPPUDO.
Smooth and silky tonkotsu soup match perfectly with the ultra-thin noodles typical of Hakata ramen.



革新の一杯
極赤丸新味

KIWAMI AKAMARU MODERN

IPPUDO modernized, deeper flavors of tonkotsu.
Depth and flavors of the soup until the last drop, with rich soy sauce, garlic flavored oil and special spicy miso.
Soft pork belly chashu melts in your mouth to your complete satisfaction.



刺激の一杯
極由らか麺

KIWAMI KARAKA

A bowl of stimulation, full of spiciness.
When slurping the noodles, a combination of umami of tonkotsu soup and spiciness explode in your mouth.
Also enjoy the toppings of mizuna leaves, niku (meat) miso and white onions.

Our Milestones

Spreading 'Smile' and 'Arigatou' through
Bowls of Ramen.



1985.10.16

IPPUDO Daimyo: The first Ippudo restaurant in Fukuoka.

1979.11

Mr. Shigemi Kawahara started the bar "After the Rain" in Fukuoka

1994.3

IPPUDO in Ramen Museum in Yokohama

1995.4

IPPUDO Ebisu: the first store in Tokyo

1997.1

Mr. Shigemi Kawahara won championship 3 times consecutively in TV show by TV Tokyo "TV Champion Ramen Chef"

2008.3

IPPUDO New York: the first store overseas

2009.5

IPPUDO Singapore: the first store in Asia

2014.10

IPPUDO London: the first store in Europe

2015.10

30th anniversary event

2016.2

IPPUDO Paris: the first store in France

2017.3

Listed on Tokyo Stock Exchange Mothers Index

2018.3

Listed on Tokyo Stock Exchange First Section

2018.11

100th store overseas

2019.10

the 1st Global Leadership Conference

2022.4

Listed on Tokyo Stock Exchange Prime Market

2025.4

Achieved 300 stores

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